

CODE OF THE DEPARTMENT OF
ECOSYSTEM SCIENCE AND SUSTAINABILITY
WARNER COLLEGE OF NATURAL RESOURCES
COLORADO STATE UNIVERSITY

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SECTION A. ADMINISTRATIVE OFFICER

The head administrative officer of the Department is the Department Head. The duties and manner of selection, appointment, term of office, evaluation of operations, and interim evaluations are specified in the University Code.

A.1 Specific duties of the ESS Department Head also include:

A.1.1 Calling a minimum of three departmental faculty meetings each semester of the academic year. Fifty percent of the regular faculty members must be present at a departmental faculty meeting to constitute a quorum.

A.1.2 Appointing an acting Department Head when absent from the Department for more than three days. Routine administrative duties may also be handled by one or more faculty members appointed annually to serve as acting Department Head when the Department head is unavailable. The acting Department Head will have the duties and responsibilities of the Department Head.

A.1.3 Appointing membership of standing committees and ad hoc committees.

A.1.4 Leading collaboration with faculty to formulate Department policies.

A.1.5. Supervising the Department budget, overseeing recommendations for promotion and tenure, appointing affiliate faculty in consultation with regular faculty, hiring and dismissing of special appointment faculty in consultation with the regular faculty, supervising and evaluating departmental staff, and overseeing departmental programs in education, outreach, and research.

A.1.6 Coordinating close collaboration between the faculty and students of the Department and the Natural Resource Ecology Laboratory.

A.1.7 Compiling routine statistical summaries to track key Department features such as courses taught, enrollments, research funding, and publication output.

A.1.8 Making teaching assignments for courses.

A.1.9 Appointing two or more faculty members who will be authorized to make routine decisions and sign routine forms on behalf of the Department Head when the Department Head is absent, and no acting Department Head has been appointed.

SECTION B. ADMINISTRATIVE ORGANIZATION

B.1 Education Programs

The Department will have undergraduate and graduate programs and majors in appropriate disciplines to meet the instructional objectives. The faculty will collaborate

closely in various interdepartmental programs across the University, such as the Graduate Degree Program in Ecology and the School of Global Environmental Sustainability.

B.1.1 The Department head will appoint a regular faculty member as program coordinator for all undergraduate majors, and one for all graduate majors. These two faculty members will comprise the curriculum committee of the Department.

B.1.2 A simple majority vote of the regular faculty is required to adopt major changes (as defined by the University Curriculum Committee) in curricula and additions or deletions of courses in a program of study. Only regular faculty with an appointment of 50% or greater within the Department will have voting rights for all departmental matters, with the exception of those regarding Tenure, which are outlined below (Section E.1 below) and in the University's *Academic Faculty and Administrative Professional Manual*.

B.1.3 Minor changes (as defined by the University Curriculum Committee) may be approved by the curriculum committee and Department Head.

B.2 Research Programs

The Department is closely associated with the Natural Resource Ecology Laboratory (NREL), and the research endeavors of the two units are largely shared. The NREL provides the majority of the research administration services for the Department.

B.3 Outreach Programs

Outreach activities of the Department include individual, faculty-based initiatives, group projects, and Department-wide programs. A tenured faculty member will be appointed as the Coordinator for Outreach, with responsibilities to:

B.3.1 Enhance communication within and beyond the Department about outreach interests and accomplishment.

B.3.2 Provide a short annual report to the Department head and faculty summarizing the outreach accomplishments of the Department.

B.4 Standing Committees

B.4.1 Tenure, Promotion, and Reappointment Committees (called mentoring committees) will be established for each tenure-track faculty member as described in Section E.1.

B.4.2 The Department Tenure and Promotion Committee is comprised of all tenured professors in the Department.

B.4.3 Graduate Advisory Committees will be chaired by a major advisor from among the academic faculty of the Department. Consistent with the University's *Academic*

Faculty and Administrative Professional Manual, the faculty includes everyone carrying academic rank (professor, associate professor, assistant professor, instructor, affiliate faculty, joint faculty, transitional faculty, emeritus faculty). These committees may also be co-chaired by a major advisor and co-advisor (from among the faculty of the Department and University). Research Scientists at NREL with a joint or affiliate faculty appointment are eligible to chair graduate committees, provided they obtain a faculty appointment with academic rank as a professor, associate professor, or assistant professor of any appointment type within the Department (see Section D.2, and University Graduate and Professional Bulletin - section E.1.1). Appointment of other members will be made by the Department Head based on recommendation of the major advisor (as described in Sections D and F).

- B.5 Ad Hoc Committees – in addition to the above standing committees, ad hoc committees may be formed from time to time, either by appointment by the Department Head or by election by the majority of the regular, full-time Department faculty.

SECTION C. DEPARTMENT VISION AND MISSION

Vision: Ecosystem science encompasses the physical and biological processes that support and enrich humankind. These include the flow of water, energy and matter among and between organisms and the physical environment. Our responsibility is to understand and sustain the world's ecosystems, particularly with respect to the effects of human societies, and to maintain diverse and complex communities of microbes, plants and animals. Research and education are central to that understanding and to enhancing our ability to sustain ecosystems, watersheds, and societies.

Mission: The mission of the Department of Ecosystem Science and Sustainability at Colorado State University is to understand the function of ecosystems and watersheds across space and over time. We assess ecosystem sustainability by examining interactions within and between natural and human systems in the context of current stresses such as changing climate, species introductions, land-use change, and increased demand for water. The Department will use state of the art technologies and approaches to provide quality education to future scientists, educators and decision makers, conduct cutting-edge interdisciplinary research, and deliver culturally relevant outreach programs that empower our students and the general public locally, nationally, and internationally.

SECTION D. PROCEDURES FOR RECRUITMENT FOR NEW AND VACATED FACULTY POSITIONS

- D.1 Hiring of faculty will be consistent with policies and procedures outlined in the *Academic Faculty and Administrative Professional Manual* and the Office of Equal Opportunity. A variety of avenues are appropriate for identifying the best candidates, including national searches.

D.1 National searches to fill regular, tenure-track faculty positions will be conducted by a search committee of at least three regular faculty members, at least one of whom is from outside the Department. The committee is appointed by the Department Head. The search committee will elect a committee chair.

D.1.1 The search committee will adhere to all University policies relating to recruitment of faculty.

D.1.2 The search committee will develop a job description and make this available for Department faculty review and input prior to advertisement.

D.1.3 The job description will be widely advertised among appropriate professional organizations and journals. The search committee will be responsible for screening applicants to identify suitable candidates, and organizing interview visits for selected candidates.

D.1.4 The final selection will be made by the Department Head following consultation with the search committee, a vote of the Department regular faculty, and consultation with other appropriate College and University administrators.

D.2 Faculty appointments other than regular, tenure-track

D.2.1 Special and temporary appointments - Individuals may be appointed to the departmental faculty with non-tenure track, special, and temporary appointments on either a full- or part-time basis. Inherent in special and temporary appointments are specified ending dates and the lack of eligibility of the individual for tenure. Temporary appointments are distinguished from special and other types of appointments by the fact that the individual is appointed for a specified period of time, at the end of which it is anticipated that employment at the University will not be renewed for the foreseeable future. Special and temporary appointments will be made by the Department Head. Individuals hired under these auspices will be responsible to the Department Head and will be evaluated by the Department Head, consistent with departmental policy. All provisions of these appointments will be consistent with University policy. Individuals with special or temporary appointments may chair and co-chair graduate student committees, with the Department Head's approval.

D.2.2 Affiliate Faculty – People not employed by the University may be appointed as affiliate faculty of the Department. Affiliate faculty nominations can be made by any regular departmental faculty member, and appointment made at the discretion of the Department Head, for a defined duration. Consistent with University policy (Section E.2.2.3.), faculty affiliate appointments may be made for up to three (3) years and may be terminated at any time, without cause.

Affiliate faculty members may be appointed for a variety of reasons including, but not limited to, service on graduate committees, short-term teaching assignments, or collaboration on research projects. Affiliate faculty members may serve as a

committee member on graduate student committees or co-chair a committee with a regular Department faculty member. In exceptional cases, affiliate faculty members can be granted an academic rank of assistant professor, associate professor, or professor, following University Guidelines. In such cases, these three affiliate faculty ranks will be eligible to serve as the main advisor (committee chair) on a graduate student committee. Ranked affiliate faculty will undergo regular annual evaluations and review, in accordance with University Policy outlined section E.14 of the *Academic Faculty and Administrative Professional Manual*.

D.2.3 Joint Faculty – People employed by the University may be appointed as joint faculty of the Department (see section E.2.2.3 of the *Academic Faculty and Administrative Professional Manual*). Joint faculty nominations will follow those procedures outlined in the affiliate faculty section and similar regulations within of the *Academic Faculty and Administrative Professional Manual* regarding appointment type and serving on graduate student committees (D.2.2).

D.2.4 Visiting Faculty Appointments - The Department Head may confer an honorary title, at an appropriate level, to visiting scientists and scholars. The rights and privileges of visiting faculty will be consistent with University provisions.

SECTION E. PROCEDURES FOR RECOMMENDATIONS FOR TENURE, PROMOTION AND REAPPOINTMENT

The promotion, tenure, and reappointment process are initiated by the Department Head and carried out with the assistance of a tenure, promotion and reappointment committee; tenure committee; or promotion committee, as identified in subsequent sections. The responsibility of the Department is to provide a recommendation to the University regarding tenure, promotion, and reappointment; the final authority for all personnel matters is the State Board of Governors.

Standards for tenure and promotion are based on the following:

- a) The evaluation of performance within each of the areas of teaching and advising; research and scholarly activities; University and public service; and service/extension/outreach should be judged against the standards set in Section E.10, E.11, E.12, and E.13 of the *Academic Faculty and Administrative Professional Manual*. Evaluation of each candidate's performance relative to these standards, within the context of the conditions and expectations of the appointment, should be included in the tenure and promotion committee's annual evaluation. Periods of approved leave from the University will be considered when evaluating the cumulative record of individuals.
- b) In the evaluation process, reasonable flexibility will be exercised, balancing heavier commitments and responsibilities in one area against lighter commitments and responsibilities in other areas.

- c) The level of commitments within areas defined at the time of appointment will evolve with time as the faculty member develops, and the needs of the Department change. The definition of these expectations and commitments should come from:
1. The written confirmation of conditions and expectations of appointment provided by the Department Head to each new faculty member on appointment as specified in Section E.6.a. of the *Academic Faculty and Administrative Professional Manual*;
 2. The expectations of the tenure and promotion committee as communicated in the annual evaluation of a candidate for tenure;
 3. The annual communication of expectations and commitments by the Department Head in the annual performance evaluation procedure.

The Department Head should meet jointly with each untenured professor and the professor head in the annual performance evaluation procedure.

E.1 Tenure and Promotion from Assistant to Associate Professor

E.1.1 A tenure, promotion, and reappointment committee (called a mentoring committee) will be constituted for each untenured faculty member in a tenure-track position by the end of the first semester of the appointment. The committee provides a positive mentoring service to the faculty member and assesses the faculty member's performance with regards to Department, College, and University standards for tenure and promotion.

E.1.2 Mentoring committees consist of three regular, tenured, faculty members with academic rank of associate professor or professor; faculty from other departments may be included on the mentoring committees. The Department Head will not be eligible for membership.

E.1.3 Mentoring committee members will be elected by the regular, tenured Department faculty with the academic rank of associate professor or professor. The assistant professor and the Department Head may nominate members for the committee. Typically, the mentoring committee will be comprised of members of the Department faculty, but tenured faculty from other departments may be elected at the discretion of the Department faculty. Membership of the committee may change by a vote of the appropriate tenured Department faculty members.

E.1.4 Each committee will conduct an annual evaluation of the untenured faculty member and:

E.1.4.1 Provide a written report to the assistant professor and the Department Head, summarizing the assistant professor's accomplishments and progress toward tenure. Input for this report will be solicited from colleagues in the Department, the NREL, and across campus as appropriate to each assistant professor. The evaluation will also include a recommendation to the Department Head concerning reappointment.

E.1.4.2 Present a summary of the evaluation to the tenured associate professors and professors at a faculty meeting.

E.1.5 The mentoring committee will prepare a more complete review after the third year (or other time expected to be the half-way point toward tenure), in accordance with Section E.11, E.12, E.13 and E.14 of the *Academic Faculty and Administrative Professional Manual*. As specified in these sections, the summary of the conclusions and recommendations of the committee will be provided to the faculty member, the Department Head, the Dean, and the Provost/Academic Vice President.

E.1.6 At the appropriate time for a tenure decision, the progress of the untenured member will be evaluated by the tenure and promotion committee, which is constituted of all tenured associate professors and professors. In accordance with University procedures, this committee will conduct a comprehensive review and make a recommendation regarding tenure or promotion from assistant to associate professor to the Department Head.

E.2 Tenure for Faculty with Academic Rank of Associate Professor or Professor

E.2.1 A tenure committee of three tenured, regular Department faculty members will be elected by the regular, tenured faculty members with an academic rank of professor by the end of the first semester of the appointment. The Department Head will not be eligible for membership. Tenured professors from other departments may be elected to tenure committees.

E.2.2 The tenure committee will perform an annual written evaluation of the performance of the untenured faculty member, and communicate the results to the untenured faculty member and Department Head. At the midpoint toward tenure, the tenure committee will summarize the progress of the untenured faculty member, as described in the University procedures, and prepare a report for the faculty member, the Department Head, the Dean, and the Provost/Academic Vice President.

E.2.3 The tenure committee will make a recommendation to the Department Head regarding tenure to the tenured, regular department faculty in accordance with College and University procedures when the Department Head initiates the tenure process.

E.3 Promotion to Associate Professor or Professor following Tenure

E.3.1 A promotion committee of all tenured, regular Department faculty members of higher rank than the faculty member being reviewed will be formed when the Department Head initiates the promotion process. The committee will elect a chair. The Department Head is not eligible for membership.

E.3.2 The promotion committee will make a recommendation regarding promotion from assistant to associate professor, or associate professor to professor, in accordance with College and University procedures.

E.3.3 The promotion committee will solicit input from all regular Department faculty and any other source deemed necessary. In addition, at least three letters of support will be solicited from professionals based outside of Colorado State University.

SECTION F. PROCEDURES FOR APPOINTING ACADEMIC FACULTY TO GRADUATE STUDENT ADVISORY COMMITTEES

F.1 All faculty members are eligible to serve as co-advisors to graduate students, and serve as main advisors (committee chair), provided they have a faculty appointment of any type with a rank as a professor, associate professor, or assistant professor (see section B.4.3, and University Graduate and Professional Bulletin - section E.1.1). The Department Head is responsible for approving the advising capacity for special and temporary faculty members, considering the likely time span and abilities needed for advising graduate students.

F.2 Membership on the committees will be 1) consistent with Graduate School policies (see University Graduate and Professional Bulletin, section E.1.), 2) recommended by the major advisor, and 3) approved by the Department Head.

SECTION G. PROCEDURES FOR CONDUCTING ANNUAL AND PERIODIC COMPREHENSIVE REVIEWS OF FACULTY MEMBERS AND DEPARTMENT HEAD

G.1 In accordance with Section E.14 of the *Academic Faculty and Administrative Professional Manual*, all faculty members will be evaluated annually by the Department Head. In addition, formal procedures will be followed for the anticipated mid-point for tenure-track faculty; at the point of tenure recommendation; and every five years for tenured professors (Phase I Comprehensive Performance Review).

G.2 In accordance with Section C.2.7.a *Academic Faculty and Administrative Professional Manual*, the Department Head will be evaluated annually by the Dean of the College. The Department faculty will provide information to the Dean with respect to the Department Head's performance.

G.3 Performance evaluations consider the allocation of a faculty member's accomplishments in the education, research, and outreach missions of the Department and University. The distribution of effort among these missions will vary among faculty members, and for individual faculty members as their careers develop. In accordance with University policy, the approximate distribution of effort among these missions will be discussed between the Department Head and faculty members, as a general guide toward job-performance expectations.

Both quality and quantity of output are important, and individualized evaluations are fundamental in recognition of the diversity of professional roles comprising the Department. Section E.9.2 of the *Academic Faculty and Administrative Professional Manual* recognizes the limited number of hours in the work week and the diversity of faculty responsibilities and Department mission, leading to workload adjustments. Factors on which workload shall be adjusted include, but are not limited to, course credits, class size, course level, method of course delivery, type of course (lecture, independent study, internship, supervised student research, thesis/dissertation, clinical, practicum), advising load, off-campus assignments, number of preparations, new preparations, teaching assistants, size and activity of research program, and service and outreach responsibilities, including Cooperative Extension appointments.

- G.4 The Department Head will be evaluated annually by the Dean of the College. In making the evaluation, the Dean will solicit and utilize information obtained from all faculty members in the Department (in accordance with Section C.2.7. a *Academic Faculty and Administrative Professional Manual*).

SECTION H. PROCEDURES FOR CONDUCTING A SELF-EVALUATION OF THE DEPARTMENT

The Department will undergo a self-evaluation in accordance with the operational policies of departments in Section C.2.4.2.2 of the *Academic Faculty and Administrative Professional Manual*. The evaluation of operations shall include undergraduate and graduate teaching, research, extension, and other departmental programs.

H.1 Review and accreditation evaluations

An evaluation of Department operations and programs, in accord with the Colorado Commission on Higher Education (CCHE) review requirements, will be conducted every five years or during the year prior to the year in which the Department Head's term of office ends.

H.2 Self-evaluation procedures

The Department self-evaluation will be conducted by a self-evaluation committee composed of three regular Department faculty members elected by the regular faculty. The Department Head will not be eligible for membership on this committee. The procedure by which the evaluation is conducted will be at the discretion of the committee.

H.2.1 Items included in the review should be those areas specified in the Department objectives and University procedures and required for CCHE evaluation and professional accreditation.

H.2.2 The written findings and recommendations of the committee will be submitted to the Department faculty for review and approval by a majority of regular faculty members.

H.2.3 In any instance, regular faculty members may submit minority reports directly to the Department Head.

H.2.4 The self evaluation will be distributed to the faculty.

SECTION I. PROCEDURES FOR STUDENT APPEALS OF ACADEMIC DECISIONS

Student appeals will follow procedures detailed in Section I.7 of the *Academic Faculty and Administrative Professional Manual*.

I.1 Appeal of an Individual Course Grade will follow the procedures described under Grading and Grade Appeals in the University Catalog.

I.2 Appeal for Readmission of Students Dismissed for Academic Reasons will be initiated in the form of a letter addressed to the Department Head stating the case for readmission. A detailed plan for making up unsatisfactory academic performance in the courses that led to dismissal must be included in this letter. The Department Head will review the student's appeal for readmission and the plan proposed to correct academic deficiencies. The decision regarding readmission will be contingent upon the successful completion of that plan. Final decision rests with the Department Head.

I.3 The student may appeal, in writing, the decision of the Department Head to the Dean, and to the Academic Vice President/Provost of the University, whose decision is final.

SECTION J. DEPARTMENT CODE REVIEW AND REVISION

J.1 The Department code will be reviewed by the faculty in the final year of a Department Head's current term.

J.2 An ad hoc committee may be established to propose revisions to the code, initiated either by the Department Head or a simple majority of the voting members of the faculty.

J.3 Revisions (and amendments) to the code must be approved by at least 2/3 of the voting members of the faculty (as detailed in Sections C.2.4.2.a. b. and c. of the *Academic Faculty and Administrative Professional Manual*).

SECTION K. VOTING RIGHTS OF FACULTY

K.1 All tenure-track and tenured professors with 50% or more of their appointment in the Department are voting members of the Department, with voting rights on all issues.

- K.2 Voting related to tenure and promotion will follow guidelines outlined above in Section E.1 and those outlined in the University's *Academic Faculty and Administrative Professional Manual*.

SECTION L. GRIEVANCE PROCEDURES

L.1 Faculty Grievance procedure

If a formal grievance is filed within the Department, then the procedures described in Section K of the *Academic Faculty and Administrative Staff Manual* will be followed for grievance mediation.

L.2 Student Grievance Procedure

L.2.1 Students are encouraged to consult with their academic adviser to clarify the specifics of their grievances, discuss appropriate approaches to the resolution of the issues, and to ensure their understanding of the appeals procedure. It is, however, the responsibility of the student to initiate action to resolve the grievance.

L.2.2 Formal grievance procedures will follow the specifications of Section K of the *Academic Faculty and Administrative Professional Manual*

SECTION M. RATIFICATION OF THE CODE

Ratification of this preceding code will have been accomplished when a two-thirds majority of the regular faculty affixes their signatures thereon and a signed copy is filed and accepted by the Dean of the Warner College of Natural Resources and the Provost.

The undersigned hereby approve this document as the Code of the Department of Ecosystem Science and Sustainability.